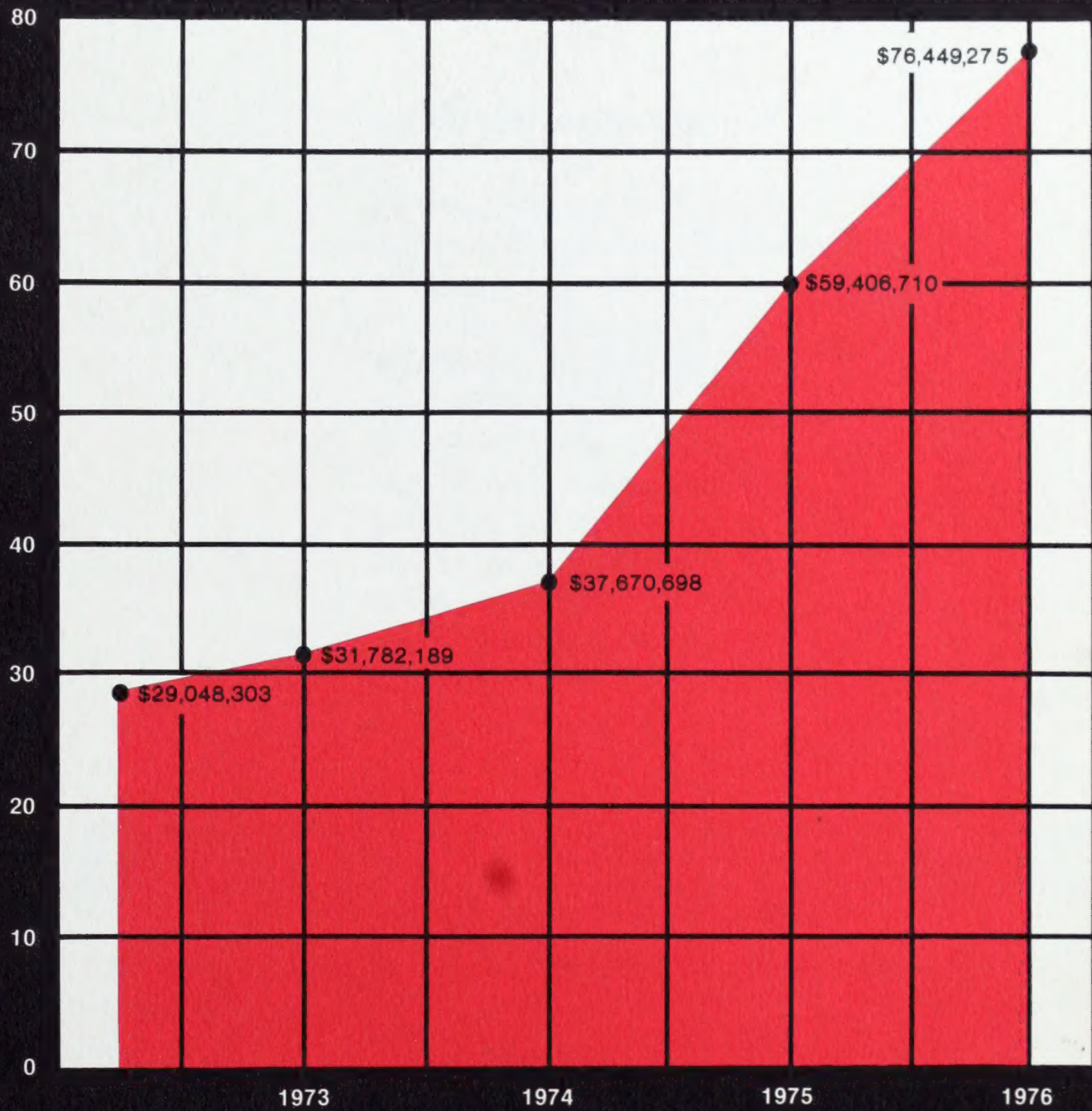
ANNUAL REPORT

APRIL 1, 1975, TO MARCH 31, 1976



Alberta
OPPORTUNITY COMPANY

THE ALBERTA OPPORTUNITY COMPANY
A CROWN CORPORATION, RESPONSIBLE TO THE LEGISLATURE OF ALBERTA, THROUGH THE MINISTER OF BUSINESS DEVELOPMENT & TOURISM
THE HON. ROBERT DOWLING

BOARD OF DIRECTORS

R. W. Chapman, Edmonton, Chairman
E. A. Clarke, Ponoka, Managing Director
G. Buchanan, High Prairie
Mrs. B. Fowler, Camrose
P. S. Grant, P. Eng., Calgary
C. T. Heckbert, Vermilion
R. J. Jensen, Edson
N. A. Lawrence, P. Eng., Edmonton
D. E. Lewis, Q. C., Calgary
W. R. Lord, C.A.. Lethbridge
L. Ordze, Camrose
N. F. W. Picard, Edmonton
J. Wilders, Ponoka

"There is hereby established a fund under the name of the Alberta Opportunity Fund the total amount of which shall not exceed $100,000,000, and which shall be held and administered by the Company with the object of promoting the development of resources and the general growth and diversification of the economy of Alberta."

(The Alberta Opportunity Fund Act, June 2, 1972, amended November 4, 1974.)

MANAGING DIRECTOR'S REPORT

OUTSTANDING LOANS AND COMMITMENTS UP 29%

As illustrated by the graph on the front cover of this report, AOC's total outstanding loan and guarantee commitments increased from a level of $59,406,710 at the preceding year end to $76,449,275 at March 31, 1976. The latest total is comprised of 571 Alberta businesses located in 166 communities of the Province.

There were 211 net new loan and guarantee authorizations for the year totalling $28,022,864, an increase of 10.5% in numbers and 9.5% in dollars over the activity for the preceding year. It should be noted that there had been a special programme of short term assistance to the Alberta lumber industry which overlapped these two fiscal years. If the effects of this programme were deleted, the pattern in our "regular" loans reflects a 15.4% increase in the number of loans and a 27.6% increase in their dollar value.

GEOGRAPHIC DISTRIBUTION OF LOAN AUTHORIZATIONS

Year Ended	Northern Alberta	Edmonton	Central Alberta	Calgary	Southern Alberta
Mar. 31, 1974	26.7%	10.5%	21.7%	17.3%	23.8%
Mar. 31, 1975	26.9%	22.1%	19.6%	4.8%	26.6%
Mar. 31, 1976	**18.9%**	**11.5%**	**21.9%**	**32.9%**	**14.8%**
3 YEAR TOTAL	23.3%	15.7%	20.9%	19.1%	21.0%

As will be apparent from this tabulation, individual regions can have significant year to year fluctuations in the level of lending activity. The three year total, however, reasonably reflects the basic pattern which sees 65.2% of our loan dollars going to businesses which are located in the smaller centres of Alberta and 34.8% going to businesses in the two metropolitan centres. As a comparison, 56% of the Alberta population currently lives in the metropolitan centres and 44% in the smaller communities.

MEDIAN LOAN AMOUNT REDUCED TO $42,045

As will be seen from the following tabulation, the majority of AOC loans are in amounts of $50,000 or less, reflecting our continuing emphasis on assistance to small and new businesses:

	Proportion Y/E Mar. 31, 1975	**Proportion Y/E Mar. 31, 1976**
$0 to $50,000	52%	**58%**
$50,001 to $100,000	18%	**18%**
$100,001 to $200,000	12%	**10%**
$200,001 to $500,000	17%	**9%**
Above $500,000	1%	**5%**

In the preceding fiscal year the median loan was $44, 167

SERVICE SECTOR GAINS

Service businesses, particularly those which are lacking in tangible or fixed assets for security, generally experience more difficulty in obtaining funds from conventional lenders and for this reason have been the subject of AOC concern. In the year just ended the service sector for the first time accounted for more than half the dollar value of new loan authorizations.

		Y/E Mar. 31 1974	Y/E Mar. 31 1975	**Y/E Mar. 31 1976**
Manufacturing	- No.	62.7%	52.4%	**37.9%**
	- $	51.4%	73.7%	**41.5%**
Service	- No.	37.3%	47.6%	**62.1%**
	- $	48.6%	26.3%	**58.5%**

(A more detailed analysis by industry sector is provided in Appendix A at the back of this report.)

WORKING CAPITAL A MAJOR ELEMENT

Businesses which are small and new or growing rapidly are often severely constricted by a lack of working capital in reaching profitable sales levels. Although AOC is principally a supplier of medium to long term funds for buildings and machinery, working capital financing is also an important part of our activity. Working capital was in fact the largest single element of the total projects financed by AOC in the past fiscal year, as illustrated by the following tabulation:

Projects			Financing		
Land	$ 2,048,549 -	5.4%	AOC Term Loans	$25,311,114 -	66.9%
Buildings	11,502,694 -	30.4%	AOC Loan Guarantees	2,711,750 -	7.2%
Machinery & Equip.	9,367,697 -	24.8%	New Equity Investment	4,231,879 -	11.2%
Working Capital	13,097,580 -	34.6%	Other Lenders	4,295,352 -	11.3%
Miscellaneous	1,824,306 -	4.8%	Working Capital	761,021 -	2.0%
			Miscellaneous	529,710 -	1.4%
	$37,840,826	100.0%		$37,840,826	100.0%

THE AOC APPROACH TO RISK

Risk is not something that can be defined or measured in absolute terms, yet AOC must make risk judgements and the decisions based on these judgements do fall into general categories. Some elements of risk are:

- *Managements which have some of the basic technical, marketing and financial skills, but not all of them.*

Sometimes the missing skills can be hired on a part-time basis, such as those provided by professional accountants. Very often, however, the entrepreneur simply learns them the hard way as he grows with his business. We have to make the judgement that he has the character and capability to do so.

- *Less than the optimum information desirable for decisions.*

If, for example, future sales could be projected with a high degree of accuracy, then it is much easier to also forecast whether sufficient profit can be earned to repay the AOC loan. Small businesses, however, cannot usually be expected to be able to produce sophisticated marketing analyses, and so both they and AOC must work with estimates which sometimes have an uncomfortably wide range of probability.

- *Security values which fall short of the loan amount.*

If a business fails, and its assets have to be sold, they may bring much less than their original cost. Highly specialized machinery, or buildings which are relatively iarge for their local community, may find very few buyers, and prices are accordingly depressed. Small businessmen typically invest virtually all they have in their business, so that while we may also have the security of personal guarantees, their value on liquidation may be very low.

There are of course a number of other elements of risk which may come into play on individual applications but these are the principal elements which are common to most.

AOC is prepared to take a high degree of risk on "small" loans, presently categorized as up to $75,000. Our failure rate on these loans will therefore be relatively high. As will be seen from the following tabulation, these loans represent more than two thirds of the total number of loans made in the past year, yet because they represent only 15.5% of the total dollar value of loans made, the risk of impairment of the Alberta Opportunity Fund is not excessive. From $75,000 to $150,000 our approach to risk could be characterized as medium. We are willing to accept deficiences in some of the principal components identified earlier, but not in all of them at once. Above $150,000, we place increasing emphasis on security, and at $500,000 or more we normally require to be fully secured. The tabulation illustrates the impact of these categories:

Amount	Number		Dollars	
$0 - $75,000	143	67.7%	$ 4,355,673	15.5%
$75,001 - $150,000	29	13.7%	3,232,846	11.5%
$150,001 - $500,000	28	13.3%	7,255,045	25.9%
$500,000 +	11	5.3%	13,179,300	47.1%
	211	100.0%	$28,022,864	100.0%

AOC'S LOSS EXPERIENCE

All AOC borrowers are required to submit financial statements on a regular basis. From these, from our follow-up visits to their premises, and from our own records of payments in arrears, we are able to identify and monitor fairly closely those businesses which are experiencing difficulty. At mid-year and at year-end we prepare a detailed evaluation in each case of the risk of loss to AOC and take out of our operating profit an amount sufficient to provide for a reserve against these possible losses. When, during the year, some of these businesses do fail, the losses AOC experiences as a result are written off against the reserve previously established.

In the fiscal year ended March 31, 1976, in addition to providing a specific reserve of $1,475,210 against accounts known to be in difficulty, we also for the first time used all but $1 of our remaining operating profit to establish a general reserve for losses on accounts which, although not currently in difficulty, may arise in future. Our overall experience for the year just completed is as follows:

Reserve for loss, beginning of year	$1,536,404 (4.2% of outstanding loans)
Less: Write-offs for the year	($1,300,267)
Plus: New reserves - specific	$1,475,210
- general	$1,513,769
Reserve for loss, end of year	$3,225,116 (5.5% of outstanding loans)

In summary, our experience to date is that our losses on bad loans are covered by our earnings on the good ones.

LEGISLATIVE ASSEMBLY

ALBERTA

OFFICE OF THE PROVINCIAL AUDITOR

AUDITOR'S REPORT

To the Board of Directors of the
Alberta Opportunity Company

I have examined the balance sheet of the Alberta Opportunity Company as at March 31, 1976 and the statement of income and expenses for the year then ended. My examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as I considered necessary in the circumstances.

In my opinion these financial statements present fairly the financial position of the Company as at March 31, 1976 and the results of its operations for the year then ended, in accordance with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

Douglas W. Rogers
C.A.
Provincial Auditor.

Edmonton, Alberta
April 28, 1976

ALBERTA OPPORTUNITY COMPANY

BALANCE SHEET

AS AT MARCH 31, 1976

(with comparative figures)

ASSETS

	1976	1975
Cash	$ 273	$ 8,272
Funds held in lawyers' trust account	—	264,439
Prepaid expenses	5,883	3,055
	6,156	275,766
Loans and accrued interest receivable	56,875,729	35,116,078
Accounts receivable	98,954	17,104
Inventories (Note 3)	64,035	150,664
	57,038,718	35,283,846
Less: Allowance for doubtful accounts (Note 2)	3,225,116	1,536,404
	53,813,602	33,747,442
Industrial incentive loans receivable (Note 4)	1,745,149	1,913,238
Less: Allowance for possible forgiveness	1,745,149	1,913,238
	—	—
Equipment (at cost less accumulated depreciation of $11,199; $11,234 - 1975)	25,224	23,895
Building under construction (Note 5)	457,715	268,928
Miscellaneous assets (Note 6)	2	1
	482,941	292,824
Trust Assets (Note 9)	80,514	77,555
	$54,383,213	$34,393,587

The accompanying notes are part of these financial statements.

STATEMENT A

LIABILITIES

	1976	1975
Bank overdraft	$ 166,491	$ 656,085
Accounts payable	262,117	126,793
Holdbacks and accrued interest payable	54,792	87,197
Undistributed proceeds from disposal of surplus crown assets (Note 10)	—	154,513
	483,400	1,024,588
Advances from Province of Alberta:		
Balance, beginning of year	33,041,146	22,309,146
Add: Advances received	25,590,000	15,047,000
Less: Advances repaid	(5,062,146)	(4,315,000)
Balance, end of year	53,569,000	33,041,146
Retained earnings:		
Balance, beginning of year	250,298	(100,322)
Add: Net profit, Statement B	1	350,620
Balance, end of year	250,299	250,298
Trust Liabilities (Note 9)	80,514	77,555
	$54,383,213	$34,393,587

ALBERTA OPPORTUNITY COMPANY

SCHEDULES OF EXPENSES

FOR THE YEAR ENDED MARCH 31, 1976

(with comparative figures)

SCHEDULE 1

	1976	1975
Staff:		
Salaries and wages	$884,067	$591,260
Pension plans	44,885	30,435
Unemployment insurance	8,628	5,432
Medical and group insurance	6,592	4,358
Workers' Compensation Board	1,350	—
Parking	364	244
Educational assistance	1,167	997
Recruitment expense	10,336	6,461
Relocation expense	27,733	49,139
	$985,122	$688,326

SCHEDULE 2

	1976	1975
Other Manpower:		
Board of Directors' fees	$ 17,825	$ 15,875
Professional and other fees:		
Legal	189,497	157,490
Consultants	69,260	25,369
Bonded agents	176	350
Appraisers	1,200	443
Credit reporting agencies	4,343	3,764
	$282,301	$203,291

SCHEDULE 3

	1976	1975
Communications:		
Telephone and telegraph	$ 24,451	$ 18,411
Mail and messenger service	3,570	3,314
Travel	60,174	46,736
Brochures	17,370	6,894
	$105,565	$ 75,355

SCHEDULE 4

	1976	1975
Other Operating Expenses:		
Office supplies and services	$ 29,290	$ 22,443
Vehicle and equipment	9,710	3,629
Fees and subscriptions	6,205	2,613
Depreciation	4,856	3,018
Prepayment discount	—	18,200
Miscellaneous	2,573	2,736
	$ 52,634	$ 52,639

ALBERTA OPPORTUNITY COMPANY

STATEMENT OF INCOME AND EXPENSES

FOR THE YEAR ENDED MARCH 31, 1976

(with comparative figures)

	1976		1975	
Income:				
Interest on loans	$4,335,952		$2,240,509	
Interest on inventory contracts	5,004		16,560	
Guarantee fees	18,251		12,204	
Miscellaneous	5,913		1,918	
	4,365,120	100%	2,271,191	100%
Expenses:				
Interest expense (Note 11)	54,774	1	—	
Staff - Schedule 1	985,122	23	688,326	31
Other manpower - Schedule 2	282,301	7	203,291	9
Communications - Schedule 3	105,565	2	75,355	3
Other operating expenses - Schedule 4	52,634	1	52,639	2
	1,480,396	34%	1,019,611	45%
Operating profit	2,884,724	66	1,251,580	55
Provision for doubtful accounts (Note 2)				
Specific	1,370,954	31	225,636	10
General	1,513,769	35	—	
Provision for possible forgiveness of industrial incentive loans	—		675,324	30
Net profit	$ 1	0%	$ 350,620	15%

ALBERTA OPPORTUNITY COMPANY

NOTES TO THE FINANCIAL STATEMENTS

MARCH 31, 1976

Note 1. Authority

The Alberta Opportunity Company operates under the authority of The Alberta Opportunity Fund Act, Chapter 11, Statutes of Alberta 1972.

Note 2. Accounting Policy — Allowance for Doubtful Accounts

The Company has adopted the policy of provided for loss on accounts known to be in difficulty at March 31, as well as providing for loss on other accounts which can reasonably be expected to encounter problems that are not identifiable. For the current year the Company has used the operating profit, less $1, to establish the provision until a longer term experience can provide an actuarial basis for determining a more specific total reserve requirement.

An analysis of the account is as follows:

	1976	1975
Balance, beginning of year	$ 1,536,404	$1,331,872
Accounts written off	(1,300,267)	(21,104)
Specific provision	1,370,954	225,636
General provision	1,513,769	—
Transfer from industrial incentive loans (Note 4)	104,256	—
Balance, end of year	$ 3,225,116	$1,536,404

Note 3. Inventories

	1976	1975
Subject to repurchase agreements, at cost	$19,294	$188,330
Deduct: Deposit thereon	(3,859)	(37,666)
Held for resale at estimated realizable value	48,600	—
	$64,035	$150,664

Note 4. Industrial Incentive Loans

These loans were made under authority of The Industrial Development Incentives Act which provided that, with the approval of the Lieutenant Governor in Council, repayment of the loans may be forgiven in whole or in part, providing that no loan may be wholly forgiven before the expiration of five years from the date money was first advanced under the loan. During this five year period, no interest is charged on a loan and no repayment of principal is required providing a borrower continues in operation and meets certain other conditions.

In the year ended March 31, 1976, three of these borrowers ceased operations, thus breaching one of the conditions required for forgiveness. These loans, totalling $168,089, became collectible, and were transferred to Loans Receivable, together with appropriate allowance for doubtful accounts. The following analysis shows the transactions during the current fiscal year.

Balance, beginning of year		$1,913,238
Deduct: Account written off	$ 63,833	
Accounts transferred to loans receivable	104,256	168,089
Balance, end of year		$1,745,149

Note 5. Building Under Construction

The construction of a 21,360 sq. ft. commercial aircraft hanger at Slave Lake, Alberta, for subsequent lease or sale to a specific client is now nearing completion. Subsequent to March 31, 1976, the client declared bankruptcy, however, it is expected that the building can be sold or leased without loss to the Company.

Note 6. Miscellaneous Assets

Nordegg townsite lease, at nominal value	$ 1
As a part of a major financial re-structuring of one of its borrowers, it was agreed to defer indefinitely $500,000 of current indebtedness through the exchange of an equivalent amount of non-voting preference shares. In the very long term, these shares may be redeemed at par, but at the present time their value is only nominal, and they have therefore been recorded at	1
	$ 2

Note 7. Contingent Liabilities

The company is contingently liable as guarantor of bank loans aggregating $2,953,400 at March 31, 1976 ($1,602,900 at March 31, 1975).

Note 8. Commitments

Authorizations to be disbursed at March 31 are as follows:

	1976	1975
Loans	$14,326,605	$19,605,406
Guarantees	379,750	636,000
Inventory contracts	5,653	200,970
	14,712,008	20,442,376
Building under construction	44,464	130,504
	$14,756,472	$20,572,880

Note 9. Trust Assets and Liabilities

Under the authority of Order-in-Council 989/71 the Alberta Commercial Corporation, a predecessor organization, administered funds deposited with the Company by the Human Resources Development Authority for the creation of employment opportunities for local people including those of native origin.

The trust funds under administration at March 31, are as follows:

	1976	1975
Advances from Province	$229,970	$229,970
Deduct deficit:		
Deficit balance, beginning of year	152,415	159,468
Add expenses:		
Provision for doubtful accounts	2,737	(113)
Legal fees	499	—
	155,651	159,355
Deduct earnings	6,195	6,940
Deficit balance, end of year	149,456	152,415
Trust funds due to the Province	$ 80,514	$ 77,555
Trust assets consist of:		
Cash and short term deposits	$ 44,644	$ 59,684
Loans receivable (deduct allowance for doubtful accounts of $6,953; $4,311 - 1975)	35,870	17,871
	$ 80,514	$ 77,555

Note 10. Surplus Crown Assets

The Alberta Opportunity Company acted as agent of the Government for disposal of surplus items of material, equipment and other assets until September 30, 1975 when that entire operation was transferred to the Department of Government Services.

Note 11. Interest Expense

Advances from the Province of Alberta in excess of $50,000,000 are subject to interest charges in accordance with rates established by Treasury Minutes pursuant to Section 40.1 (2) of The Financial Administration Act and Treasury Minute 1272.

Note 12. Comparative Figures

The 1975 comparative figures have been restated where necessary to conform to 1976 presentation.

AOC CAPITAL STRUCTURE

It will be noted from the Financial Statements which are part of this Report that AOC is for the first time paying interest to the Treasury of Alberta on its borrowings from that source. It will also be noted that AOC, although chartered as a Crown Corporation, has no equity capital of its own.

In the Act which established AOC in 1972, there was established an Alberta Opportunity Fund of $50,000,000, to be administered by AOC, and it was anticipated that the Company's operating costs would be covered by the earnings resulting from the investment of this Fund in loans to Alberta businesses. When later it became apparent that the Fund would need to grow to between $200 and $250 million at maturity (the point at which new loans each year could be financed by repayment of existing loans) it was agreed that the initial $50 million would be interest-free and that on all subsequent borrowings AOC would pay interest to Treasury on a commercial basis (9¾% in the third quarter, 9½% in the fourth quarter of the fiscal year just ended). In effect the initial $50 million advanced serves as AOC's equity capital.

At maturity, then, AOC will have a debt-equity ratio of approximately 4 to 1, which is quite low by ordinary commercial standards. (For comparison, trust companies and chartered banks may have a 20:1 debt:equity ratio). This apparently generous treatment is intended to enable AOC to operate at close to a break-even level, after making provision for the following factors which do not apply to commercial lending institutions:

- Less than commercial rates of interest charged to small businesses in small communities.
- Substantially higher risk exposure. (Chartered bank reserves for losses are usually less than 1% compared to AOC's current 5.5%).
- Investigation, legal and administrative costs on loans of up to $25,000 often exceed the net interest earned, yet these account for about one third of AOC's total loan portfolio.

NEW BUSINESSES GET PRIORITY

The following analysis of the past fiscal year's new loan authorizations illustrates the proportionately greater impact which new businesses have on new job creation:

	Loan Authorizations					
	Number		Dollars		New Employment	
New Businesses	55	26.1%	$ 7,796,156	27.8%	307	52.9%
Expansion of Existing Businesses	130	61.6%	18,547,128	66.2%	263	45.3%
Purchase of Existing Businesses	26	12.3%	1,679,580	6.0%	10	1.7%
TOTAL AUTHORIZATIONS	211		$28,022,864		580	

Note that new businesses account for just over 25% of both the number and dollar value of loans, but for more than half the new jobs created. Although this sector of our lending certainly carries much higher risks, it is the one to which we give the greatest priority. We have in the last year also felt that the gains from financing a change of ownership of existing businesses were not particularly significant in economic terms and therefore this aspect of our lending has been emphasized to a lesser degree.

STAFF AND PRODUCTIVITY

At March 31, 1976 AOC had 56 employees, 38 at Ponoka head office and 18 at our branches in Grande Prairie, Edmonton, Calgary and Lethbridge. This is an increase of six persons from the preceding year.

In our first two years we made, as might reasonably be expected, significant gains in individual productivity levels. In our third year just completed, the rate of growth has been slower but still represents a significant improvement in individual levels of competence and production. The growing portfolio of loans under administration accounts for a steadily rising proportion of total productive time.

(000's omitted)	Y/E Mar. 31 1974	Y/E Mar. 31 1975	Y/E Mar. 31 1976
Net Loan Authorizations per Employee	$276	$578	**$529**
Loans under Administration per Employee	$996	$1,050	**$1,299**
Composite	$1,272	$1,628	**$1,828**

The location of our Head Office at Ponoka continues to be a great success. We have had only minimal turnover in clerical staff, and none at all in management and professional staff. Nearly all our people are active in one or more of the community's organizations. Ponoka's central location makes the logistics of our frequent visits to applicants and borrowers both fast and economical.

APPENDIX A

ANALYSIS OF LOAN AUTHORIZATIONS BY INDUSTRY SECTORS

AUTHORIZATIONS	YEAR ENDED MAR. 31, 1976		% TO TOTAL		YEAR ENDED MAR. 31, 1975		% TO TOTAL		TOTAL A.O.C. SINCE INCEPTION		% TO TOTAL	
	No.	$	No.	$	No.	$	No.	$	No.	$	No.	$
MANUFACTURING												
Food & Beverage Processing	3	332,521	1.4	1.2	10	2,717,334	5.2	10.6	18	4,773,565	3.2	6.9
Agircultural Products & Machinery	4	1,444,000	1.9	5.2	4	188,700	2.1	0.7	16	2,961,560	2.8	4.3
Wood Products and Furniture	15	790,600	7.1	2.8	14	1,903,688	7.3	7.4	37	2,875,688	6.6	4.2
Metal Fabrication and Machinery	24	2,324,500	11.4	8.3	16	3,899,787	8.4	15.2	69	9,322,395	12.2	13.5
Manufactured Structures and Vehicles	8	1,814,000	3.8	6.5	12	2,392,100	6.3	9.3	33	4,949,800	5.9	7.2
Textiles and Clothing	6	195,770	2.8	0.7	5	235,230	2.6	0.9	16	515,393	2.8	0.7
Petrochemical & Plastic Products	1	276,975	0.5	1.0	1	57,550	0.5	0.2	14	1,037,345	2.5	1.5
Other Manufactured Products	10	2,592,725	4.7	9.3	22	2,397,175	11.5	9.4	57	6,793,100	10.1	9.8
	71	9,771,091	33.6	34.9	84	13,791,564	44.0	53.9	260	33,228,846	46.1	48.1
SERVICE												
Tourist & Entertainment	17	5,354,000	8.1	19.1	2	686,264	1.0	2.7	40	10,570,057	7.1	15.3
Construction	9	570,750	4.3	2.0	3	196,000	1.6	0.7	12	766,750	2.1	1.1
Transportation	3	860,000	1.4	3.1	3	129,000	1.6	0.5	7	1,029,000	1.2	1.5
Business Services	31	6,455,473	14.7	23.0	27	1,957,475	14.1	7.6	72	9,175,708	12.8	13.3
Personal Services	44	2,363,900	20.9	8.4	47	3,022,945	24.6	11.8	98	5,559,945	17.4	8.0
Other Services	27	796,875	12.8	2.8	9	728,200	4.7	2.8	50	1,901,275	8.9	2.7
TOTAL SERVICES	131	16,400,998	62.1	58.5	91	6,719,884	47.6	26.3	279	29,002,735	49.5	41.9
LUMBER INDUSTRY	9	1,850,775	4.3	6.6	16	5,076,500	8.4	19.8	25	6,927,275	4.4	10.0
TOTAL AUTHORIZATIONS	211	28,022,864			191	25,587,948			564	69,158,856		

Managing Director
Ed Clarke

Deputy Managing Director — Loans
Roy Parker

Deputy Managing Director — Administration
Brian Parsk, C.A.

Credit Superintendents
Art Hahn
Jim Anderson

Comptroller
Jim Gill

Corporate Secretary
Red Kneller

BRANCH MANAGERS

Grande Prairie
Dan Kelly

Edmonton
Lyle Nisi

Calgary
Dick Demers

Lethbridge
John Kennedy

General Manager — Business Development
Fred Larson

Ponoka

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